The Continuous Evolution of the PMO

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Successes

Journey

Ambition

Challenges/
Lessons Learnt

PMO 2022
Conference

OFFICIAL

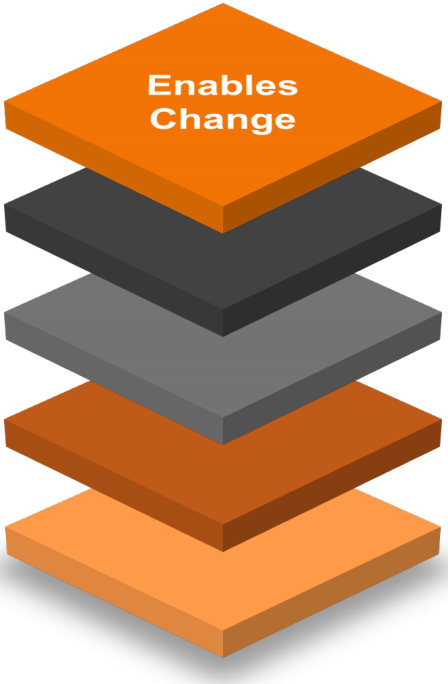
What is aim of Police Scotland PMO?

A team that adds value to the processes and not just governs the processes – encourages a culture that is pro-active rather than re-active.

Transparency

Reusability

Delivery Support/Guidance



Governance

Traceability

2017

2018

2018
- ✓ Established Change Function
- ✓ Agreed Standard Governance approach
- ✓ Business Case Approach
- ✓ Communicated Processes
- ❖ Embedding Standards
- ❖ Consistency
- ❖ Stakeholder Management

2019

2017
- ✓ Agreeing the Strategy
- ✓ Transformation Portfolio
- ✓ Capability/Capacity Requirements
- ✓ Stakeholder Engagement
- ✓ Established Change Function
- ❖ Executive Buy-in
- ❖ External Audit Findings
- ❖ External Reputation

2020

2019
- ✓ Embedding Standards
- ✓ Stakeholder Management
- ✓ Refreshed Reporting
- ✓ Central repository for Frameworks
- ✓ Refreshed Benefits/Assurance Frameworks

2021

2022

2020
- ❖ COVID
- ❖ Home working
- ❖ Increased Data Required
- ❖ Re-Prioritise Portfolio
- ✓ Delivered additional Change
- ✓ Enhanced Reporting

2021
- ✓ Improved Audits
- ✓ Stage Gates defined
- ❖ COP26
- ❖ Re-prioritise Portfolio

2022
- ✓ PM Tool Implemented
- ✓ Stage Gates Launched
- ❖ Capacity/Capability

PMO 2022 Conference

PMO - 5 Elements that influence Stakeholders

Pay attention to quality

- Ensure products and services meet expectations
- What does quality mean for your Stakeholders?
- What do Stakeholders experience?

Highlight the value delivered

- Ensure Stakeholders see the difference the PMO is making
- What value do PMO customers receive eg: efficiencies, focus, quality?

Solve Stakeholders problems

- Help Stakeholders get things done
- What issues are causing them problems?
- What solutions can PMO offer?

Pay attention to perceived costs

- Help people focus on the benefits
- What are the costs for Stakeholders eg: delays
- Reputation?

Pay attention to Stakeholder Experience

- Build Credibility and Confidence
- What do Stakeholders see?
- What do they need to see?